# SOUTH WEST GROUP

# SMART REGION FRAMEWORK

# OUR SMART REGION VISION

South West Group member LGAs are progressive and bold in their willingness to adopt new technologies and to make more informed decisions that improve delivery of their Strategic Community Plans.

# WHY HAVE A SMART REGION FRAMEWORK?

The framework exists to help member councils to effectively and intelligently use data and technology to accelerate achievement of outcomes in their strategic community plans.

We want to 'go smart' because we have access to technology and information that if used well can improve the quality and efficiency of council service delivery.

# WHO ARE THE SOUTH WEST GROUP?

The South West Group is a Voluntary Regional Organisation of Councils in SW Metro Perth, formed in 1983.

The six member councils include the Town of East Fremantle, and the Cities of Cockburn, Fremantle, Kwinana, Melville and Rockingham.



Town of East Fremantle

City of Fremantle

City of Melville

City of Cockburn

City of Kwinana

City of Rockingham
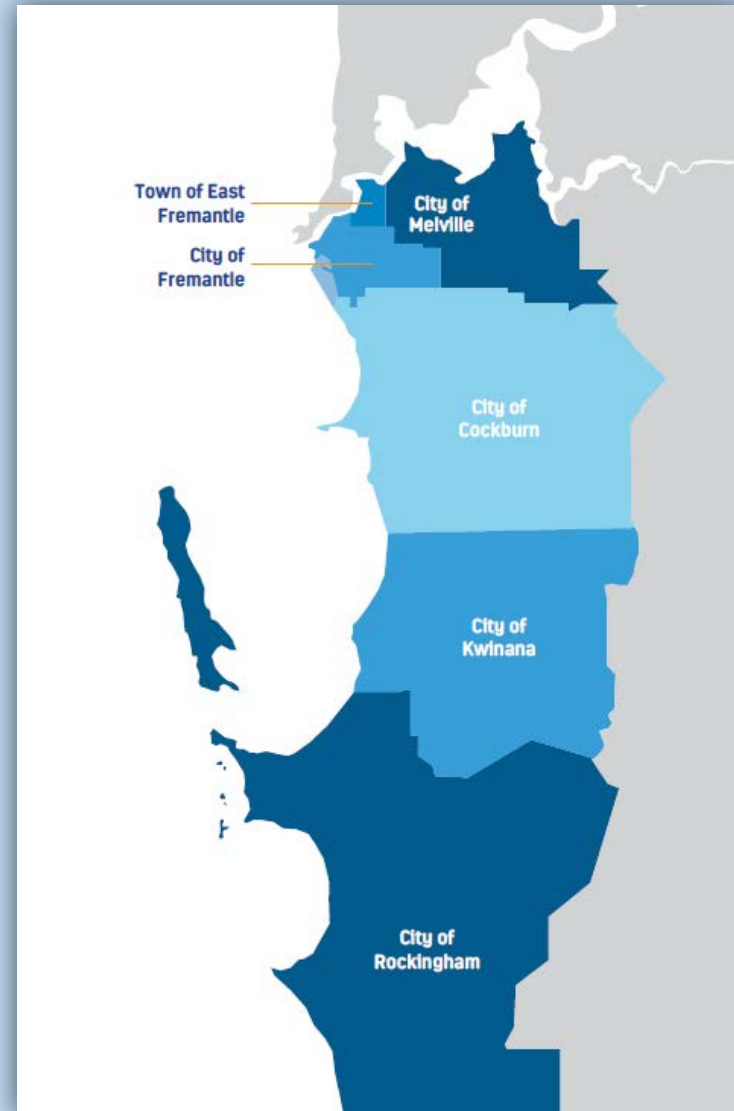
# SCC – OUR SMART REGIONS PARTNER

To guide delivery of this framework, the South West Group has partnered with Smart Cities Council - Australia New Zealand (SCC) chapter. The objectives of the partnership are to help member councils use technology and data solutions to achieve the outcomes of their Strategic Community Plans, by:

1.  Raising the awareness, knowledge and understanding of Smart Cities within Member Councils.

2.  Establishing procedures and standards to facilitate application of technology.

3.  Undertaking pilot projects.

4.  Using SCC's tools and software to work through those pilot projects.

5.  Creating a lasting governance arrangement via a team of 'change champions' supported by SWG and SCC.

6.  Providing a customised package of support and resources from SCC.

# STRATEGIC CHALLENGES

According to the SCC, the top four challenges for Local Governments in becoming 'smarter' cities or regions are:

| Challenge |
|---|
| Governance |
| Leadership |
| Procurement |
| Financing / funding |

# STRATEGIC CHALLENGES - ADDRESSED

| Challenge | Solution |
|---|---|
| Governance | Smart Region Program Team |
| Leadership | SWG Board approval and support<br>Smart Region 'change champions' |
| Procurement | Development of a pre-procurement checkpoint whereby member councils identify opportunities for collaboration and/or aggregation of demand. |
| Financing / funding | Consideration of a rolling smart regions budget, replenished by any savings delivered by smart region projects. |

# PROGRAM PHASES

| PHASE 1 | • Establish program organisation and governance.<br>• Build member council workforce awareness, knowledge and understanding of smart cities. |
|---------|---|
| PHASE 2 | • Identify a smart region vision, priorities, metrics targets and roadmap.<br>• Establish policies, procedures and standards required to facilitate digital technology, interoperability and sharing. |
| PHASE 3 | • Develop and implement pilot projects to build culture and competency and demonstrate progress. |
| PHASE 4 | • Evaluate program and project outcomes. |

# PROGRAM PRINCIPLES

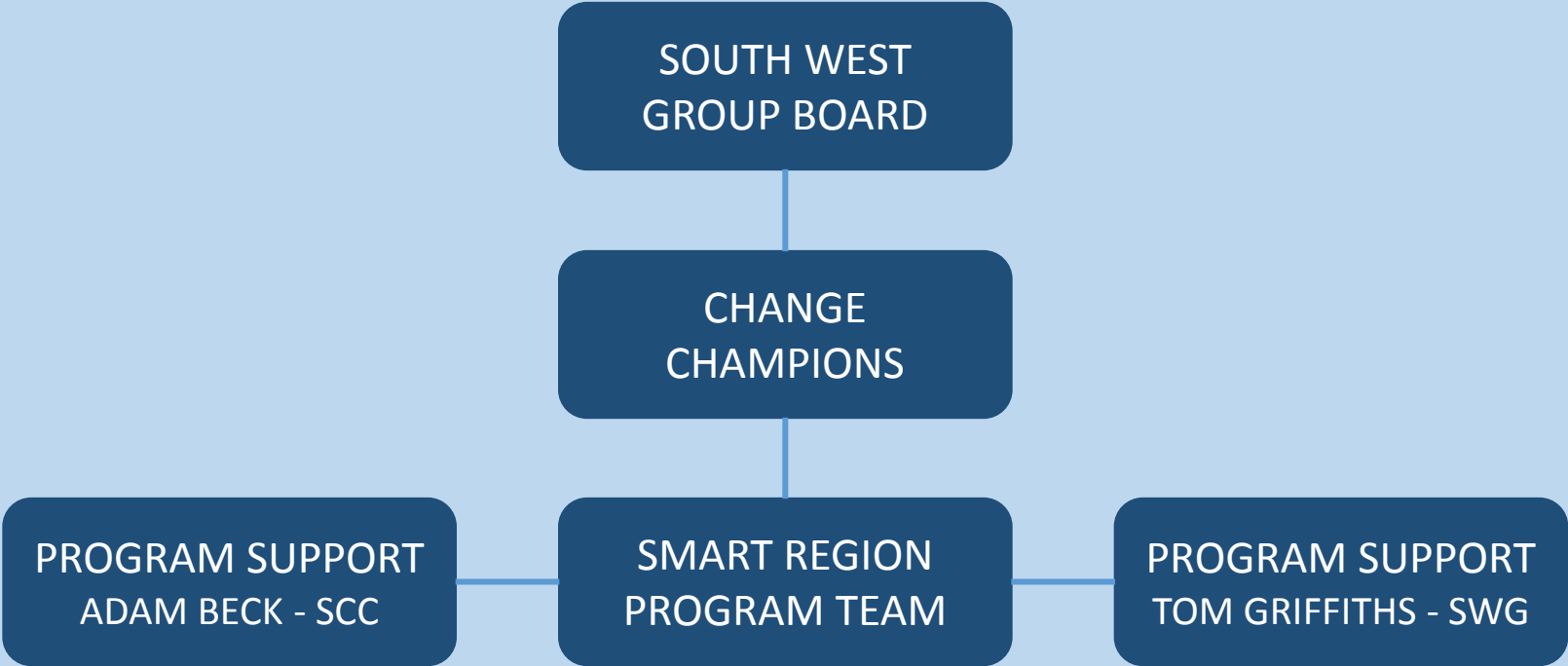**Collaboration**: to work together to focus effort and drive positive change.

**Connectivity**: to enable interconnectivity between community, industry and government and their digital technology.

**Efficiency**: to deliver more productive and cost-effective outcomes.

**Openness**: to share data and increase knowledge, awareness and transparency.

**Community-centred**: to focus on the community's priorities and needs.

# PROGRAM GOVERNANCE 1/3

```
                    ┌─────────────────────┐
                    │    SOUTH WEST       │
                    │    GROUP BOARD      │
                    └─────────────────────┘
                              │
                    ┌─────────────────────┐
                    │      CHANGE         │
                    │     CHAMPIONS       │
                    └─────────────────────┘
                              │
┌──────────────────┐ ┌─────────────────────┐ ┌──────────────────────┐
│ PROGRAM SUPPORT  │ │   SMART REGION      │ │  PROGRAM SUPPORT     │
│ ADAM BECK - SCC  │─│  PROGRAM TEAM       │─│ TOM GRIFFITHS - SWG  │
└──────────────────┘ └─────────────────────┘ └──────────────────────┘
```

# PROGRAM GOVERNANCE 2/3

| Role | Responsibilities | Commitment |
|---|---|---|
| South West Group Board | • Regional leadership within and across member councils<br>• Approving the Program Plan. | Consideration as part of normal SWG reporting process (Board meeting) |
| Change Champions | • Provide ongoing 'sponsorship' of the program.<br>• Provide input and feedback on the delivery of the program. | Consideration as part of normal SWG reporting process (Corporate Services Directors' Forum) |
| Program Team | • Activator "Super users" and facilitation of learning within respective member councils.<br>• Carry out work detailed in the Program Plan<br>• Providing technical advice and support as required.<br>• Communications with their member council<br>• Any activities specified to drive adoption of Smart Region approach. | Approximately 8 hours per month in first year, reducing to 4 hours per month in second year. |

# PROGRAM GOVERNANCE 3/3

| Role | Responsibilities | Commitment |
|---|---|---|
| Program Support SWG Director | • Organise meetings and documentation for delivery of the program.<br>• Manage partnership with SCC.<br>• Support for Program Sponsor<br>• Assist Program Manager in organising program Team, events, workshops and other work as detailed in the Program Plan.<br>• Assist Stakeholder engagement communications.<br>• Program reporting.<br>• Program evaluation. | Approximately 16 hours per month in first 12 months, reducing to 8 hours per month for remainder of Program duration |
| Program Support SCC | • The Executive Manager of SCC engaged by SWG.<br>• Building Smart Cities awareness, knowledge and understanding.<br>• Delivery training and capacity building workshops for SWG members councils.<br>• Customise Activator and provide training on its use.<br>• Facilitate priority identification for Smart Region projects.<br>• Provide virtual technical support and guidance. | Two-year contract with SWG for $35,000 (over two years)<br>Three days for events, training and project planning workshops.<br>Two hours per month for virtual technical support and guidance |

# PROGRAM SCHEDULE

| Task | 2020 | | | | | | 2021 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | J/F | M/A | M/J | J/A | S/O | N/D | J/F | M/A | M/J | J/A | S/O | N/D |
| **Phase 1 - Inform** | | | | | | | | | | | | |
| 1. Prepare Readiness Program training package | █ | | | | | | | | | | | |
| 2. Configure SCCANZ Activator platform | █ | | | | | | | | | | | |
| 3. Hold training workshop no. 1 – Smart City fundamentals | | █ | | | | | | | | | | |
| **Phase 2 – Vision, priorities and governance** | | | | | | | | | | | | |
| 4. Prepare regional vision, priorities and prioritisation criteria | | █ | | | | | | | | | | |
| 5. Hold training workshop no. 2 – Project prioritisation | | █ | | | | | | | | | | |
| 6. SCCANZ publish prioritised use cases with linked knowledge resources | | | | | | | | | | | | |
| 7. Prepare operational model business plan (including digital architecture map) | | | █ | | | | | | | | | |
| 8. Establish governance structure | | | █ | | | | | | | | | |
| 9. Prepare policies, procedures and standards | | | █ | █ | █ | █ | | | | | | |
| **Phase 3 – Initiate and deliver pilot projects** | | | | | | | | | | | | |
| 10. Hold project development workshops | | | █ | | | | | | | | | |
| 11. Pilot project business case preparation and approval | | | | █ | █ | | | | | | | |
| 12. Undertake project procurement | | | | | | █ | █ | | | | | |
| 13. Deliver pilot projects | | | | | | | | █ | █ | █ | █ | ░ |
| **Phase 4 - Evaluation** | | | | | | | | | | | | |
| 14. SWG to evaluate program | | | | | | | | | | | | █ |
| 15. SWG to evaluate projects | | | | | | | | | | | | ░ |
| **Ongoing** | | | | | | | | | | | | |
| 16. SCCANZ monthly support/training (2hrs per month) | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 17. SCCANZ publish online Program content (one post per month) | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 18. SCCANZ attend industry events (where travel already arranged) | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| 19. Program/project meetings | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | ░ |

# STRATEGIC PRIORITIES 1/2
as assessed against member councils' strategic community plans

| Priorities (Priorities common to 3 or more Member Councils are shaded) | City of | | | | | Town of EF |
|---|---|---|---|---|---|---|
| | C | F | K | M | R | |
| Increasing density | Y | Y | | | | |
| Enhanced urban amenity | Y | Y | Y | Y | Y | Y |
| Enhanced streetscape amenity | Y | Y | Y | | Y | Y |
| Enhanced retail/public/private services | Y | Y | Y | | | |
| Enhanced retail/business activity areas | | Y | Y | | | Y |
| Enhanced transport connectivity <br> • Reduce congestion <br> • Enhance cycle/walkways <br> • Increase public transport <br> • Enhance wayfinding | Y | Y | Y | Y | | Y |
| Enhanced/more accessible car parking | Y | Y | | | | |
| Enhanced regional freight movement | Y | Y | | | | |
| Business/industry development/diversification | Y | Y | Y | Y | Y | Y |
| Enhanced creative sector/economy | Y | Y | | | | |
| More resilient/self-sufficient economy | | Y | | | | |
| Increased customer attraction/retention | | Y | | | Y | |
| Increased investment attraction/enhance investor confidence | | Y | | | Y | |
| Improved infrastructure/investment <br> • East Freo – business hubs/shared office spaces | | | Y | | Y | Y |
| Greater collaboration to share ideas/solve problems | | Y | | | | Y |
| Enhanced education/training opportunities | | | Y | | | |
| Increased local employment/careers | Y | Y | Y | | | |
| Fremantle as Perth's second city | | Y | | | | |
| Enhance energy efficiency <br> • Freo – carbon neutral | Y | Y | Y | | Y | Y |
| Increased renewables | | Y | Y | | Y | Y |
| Enhanced water efficiency in buildings/facilities/public open space | Y | Y | Y | | Y | Y |

### as assessed against member councils' strategic community plans

| Priorities (Priorities common to 3 or more Member Councils are shaded) | City of | | | | | Town of EF |
|---|---|---|---|---|---|---|
| | C | F | K | M | R | |
| Increasing density | Y | Y | | | | |
| Enhanced urban amenity | Y | Y | Y | Y | Y | Y |
| Enhanced streetscape amenity | Y | Y | Y | | Y | Y |
| Enhanced retail/public/private services | Y | Y | Y | | | |
| Enhanced retail/business activity areas | | Y | Y | | | Y |
| Enhanced transport connectivity<br>• Reduce congestion<br>• Enhance cycle/walkways<br>• Increase public transport<br>• Enhance wayfinding | Y | Y | Y | Y | | Y |
| Enhanced/more accessible car parking | Y | Y | | | | |
| Enhanced regional freight movement | Y | Y | | | | |
| Business/industry development/diversification | Y | Y | Y | Y | Y | Y |
| Enhanced creative sector/economy | Y | Y | | | | |
| More resilient/self-sufficient economy | | Y | | | | |
| Increased customer attraction/retention | | Y | | | Y | |
| Increased investment attraction/enhance investor confidence | | Y | | | Y | |
| Improved infrastructure/investment<br>• East Freo – business hubs/shared office spaces | | | Y | | Y | Y |
| Greater collaboration to share ideas/solve problems | | Y | | | | Y |
| Enhanced education/training opportunities | | | Y | | | |
| Increased local employment/careers | Y | Y | Y | | | |
| Fremantle as Perth's second city | | Y | | | | |
| Enhance energy efficiency<br>• Freo – carbon neutral | Y | Y | Y | | Y | Y |
| Increased renewables | | Y | Y | | Y | Y |
| Enhanced water efficiency in buildings/facilities/public open space | Y | Y | Y | | Y | Y |

# STRATEGIC PRIORITIES 2/2
as assessed against member councils' strategic community plans

| Priorities (Priorities common to 3 or more Member Councils are shaded) | City of | | | | | Town of EF |
|---|---|---|---|---|---|---|
| | C | F | K | M | R | |
| Enhanced waste efficiency | Y | Y | | | Y | Y |
| • Freo – zero waste | | | | | | |
| Enhance/protect environmental management/assets | Y | Y | Y | Y | Y | Y |
| Climate change response/adaption | Y | Y | Y | | Y | Y |
| Arts/culture development | Y | Y | Y | | | |
| Enhanced community capacity/leaders/volunteering/youth | | | Y | | Y | Y |
| Support diversity/inclusion/accessibility | | Y | Y | Y | Y | Y |
| Increased community/cultural activities/events | | Y | | Y | Y | Y |
| Enhanced heritage | Y | Y | Y | | | |
| Enhanced identity/sense of place | Y | Y | Y | Y | | Y |
| Enhanced housing diversity/affordability | | Y | | | | Y |
| Enhanced/planned/sustainable services/infrastructure | Y | Y | Y | | Y | y |
| Safer/welcoming community | Y | Y | Y | Y | | Y |
| Healthier community – enhanced services/physical activity | | Y | | Y | | Y |
| Enhanced recreation facilities/infrastructure | Y | Y | Y | Y | | Y |
| Enhanced/more accessible public open space/regional open space | Y | Y | Y | Y | | Y |
| • East Freo – Swan River Foreshore | | | | | | |
| Improved IT infrastructure | Y | | | | | Y |
| Replace aging infrastructure | Y | | | | | |
| Enhanced/transparent governance/leadership | Y | Y | | | Y | Y |
| • Rockingham – benchmarking/optimising performance | | | | | | |
| Enhanced organisational culture/innovation | | Y | | | | y |
| Sound financial management/value for money | Y | Y | | | Y | Y |
| • Rockingham – revenue sources | | | | | | |
| Sound asset management | | | | | Y | Y |
| Enhanced community engagement/participation | Y | Y | | | Y | Y |
| Enhanced stakeholder collaboration | | | | | Y | Y |
| Enhanced regional collaboration and advocacy | Y | Y | | | | Y |
| Enhanced human resource management | Y | Y | | | | Y |
| Enhanced business processes/development approvals | | | Y | | | Y |

## as assessed against member councils' strategic community plans

| Priorities (Priorities common to 3 or more Member Councils are shaded) | City of | | | | | Town of EF |
|---|---|---|---|---|---|---|
| | C | F | K | M | R | of EF |
| Enhanced waste efficiency | Y | Y | | | Y | Y |
| &bull; Freo – zero waste | | | | | | |
| Enhance/protect environmental management/assets | Y | Y | Y | Y | Y | Y |
| Climate change response/adaption | Y | Y | Y | | Y | Y |
| Arts/culture development | Y | Y | Y | | | |
| Enhanced community capacity/leaders/volunteering/youth | | Y | Y | | Y | Y |
| Support diversity/inclusion/accessibility | | Y | Y | Y | Y | Y |
| Increased community/cultural activities/events | | Y | | Y | Y | Y |
| Enhanced heritage | Y | Y | Y | | | |
| Enhanced identity/sense of place | Y | Y | Y | Y | | Y |
| Enhanced housing diversity/affordability | | Y | | | | Y |
| Enhanced/planned/sustainable services/infrastructure | Y | Y | Y | | Y | y |
| Safer/welcoming community | Y | Y | Y | Y | | Y |
| Healthier community – enhanced services/physical activity | | Y | | Y | | Y |
| Enhanced recreation facilities/infrastructure | Y | Y | Y | Y | | Y |
| Enhanced/more accessible public open space/regional open space | Y | Y | Y | Y | | Y |
| &bull; East Freo – Swan River Foreshore | | | | | | |
| Improved IT infrastructure | Y | | | | | Y |
| Replace aging infrastructure | Y | | | | | |
| Enhanced/transparent governance/leadership | Y | Y | | | Y | Y |
| &bull; Rockingham – benchmarking/optimising performance | | | | | | |
| Enhanced organisational culture/innovation | | Y | | | | y |
| Sound financial management/value for money | Y | Y | | | Y | Y |
| &bull; Rockingham – revenue sources | | | | | | |
| Sound asset management | | | | | Y | Y |
| Enhanced community engagement/participation | Y | Y | | | Y | Y |
| Enhanced stakeholder collaboration | | | | | Y | Y |
| Enhanced regional collaboration and advocacy | Y | Y | | | | Y |
| Enhanced human resource management | Y | Y | | | | Y |
| Enhanced business processes/development approvals | | | Y | | | Y |

# PRIORITIES ACROSS THE REGION

To continue the positive momentum, the program team is tasked with developing six smart region projects within six months of formation.

| Project name | Strategic priority | Potential solution | Expected benefits |
|---|---|---|---|
| **Smart building access**<br>Current management system impacts on access to community facilities and ability to collect customer/usage data. | *"Enhance efficiency of buildings"* | Deployment of technology that improves access to facilities and collection of customer / usage data. | Improved access to community facilities which are more tailored to customer needs. |
| **Protecting environmental quality**<br>Negative environmental conditions (real or perceived) impacts on livability and health. | *"Enhanced urban amenity"* | Deployment of sensors to monitor environmental conditions (e.g. noise, air, temperature) to inform decision-making. | Improved environmental amenity and enhanced management of environmental concerns |
| **Inefficient street lighting**<br>Inefficiency of existing luminaries and existing street poles impacts on carbon emissions, operating costs and readiness for smart technology deployment. | *"Enhance energy efficiency"* | Replace existing street poles / lighting with smart technology ready poles and LED lamps. | Reduced carbon emissions and operating costs.<br><br>Enhanced safety and capability for smart technology. |
| **Smart places**<br>Better and more timely data on the use of activity centres. | *"Business industry development / diversification"* | *Deployment of I.T. infrastructure to facilitate capture of pedestrian movement data and other relevant data.* | Better and more timely information to inform decision-making, policy development and resource allocation. |
| **Traffic data**<br>Increasing traffic and congestion on the region's transport network impacts on travel times, health and wellbeing, network management and costs. | *"Enhance transport connectivity"* | Increase real-time awareness of transport network conditions through deployment of smart sensors throughout the network. | More efficient management and integration of the transport network which reduces congestion, improves health and reduces costs. |
| **Small business activation ?** | | | |

# POTENTIAL PARTNERS

The structure of the program and its tool allows for the inclusion of external partners. These should be identified and approached for priority projects on a case-by-case basis. At a glance, potential partners could include:

- Department of Health
- WA Police
- Main Roads WA and the Department of Transport
- Murdoch University or Notre Dame University
- Major shopping centre owners

# EXPECTED BENEFITS

The Program has been designed so that Member Council's are able to achieve self-sufficient internal capacity in the short to medium term via the Program, which enable them to drive long term outcomes without external support. Key outcomes include:

- Knowledge, resources and collaboration tools available to Member Councils through SCC.
- Enhanced Member Council, community and stakeholder awareness, knowledge and skills.
- Clarity on strategic direction, including a Smart Region vision, priorities and metrics) and operational model.
- Accelerated planning and deployment of cross-region initiatives and projects, aligned to SCPs.
- Emerging culture of engagement and collaboration, and innovation and exploration.
- Attracting investors and sponsors to support projects by Member Councils and the wider region.

# PROGRAM GOALS

| Principle | Program goals |
|---|---|
| **Collaboration**: to work together to focus effort and drive positive change. | Increase the number of cross-boundary smart region projects. |
| **Connectivity**: to enable interconnectivity between community, industry and government and their digital technology. | Increase the interconnectivity of technology by program members. |
| **Efficiency**: to deliver more productive and cost-effective outcomes. | Deliver community services more efficiently by using data and technology. |
| **Openness**: to share data and increase knowledge, awareness and transparency. | Increase in the sharing of data across member councils and program partners to inform decision-making. |
| **Community-centred**: to focus on the community's priorities and needs. | Increase understanding of community needs, wants and behaviours. |

END